

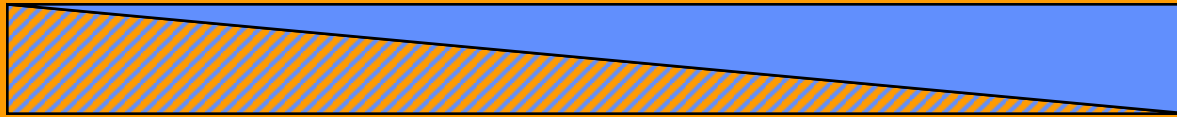
ORANGE

TEAM

# **Environment**

- Uncertainty / Dynamic systems
- Complexity (Distinction between tactical, opnl, strategic levels are blurred)
- Time Critical (Situationally)
- Information overload = uncertainty/paralysis/over-sensitivity
  - Much is self-induced
- Globalization
- Diversity (Multi Cultural)
- Flash-to-Bang time reduced (Media)

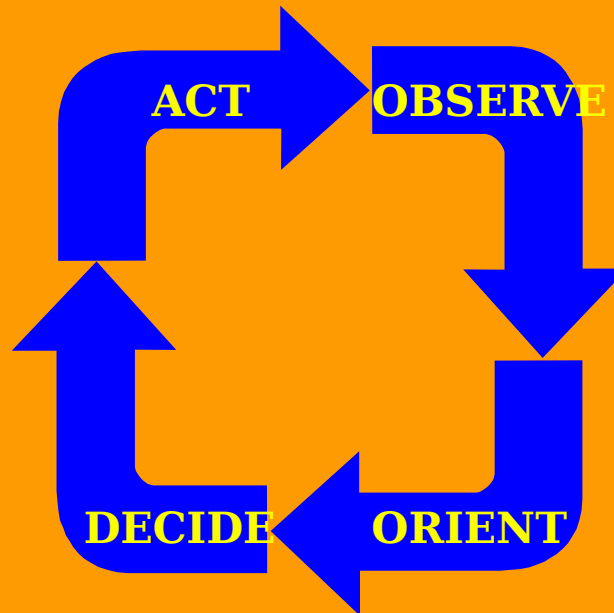
# Decisionmaking Continuum



Intuitive DM

Analytical DM

- Tactical
- Informal
- Rapid
- Satisficing
- Line
- Experience-Based
- Learned
- Artistic
- Organic
- Right-Brained
- Individual DM



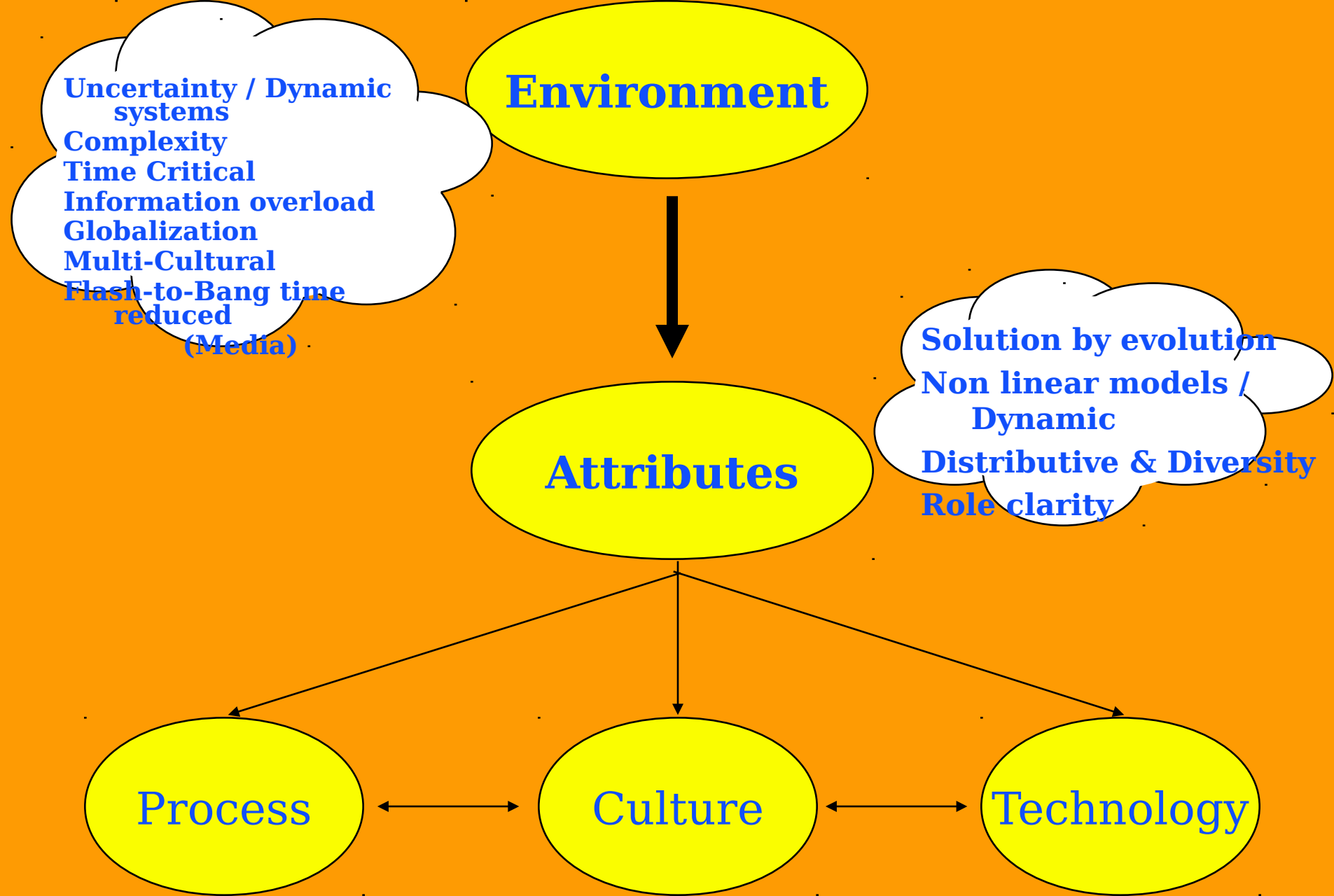
## Situational Factors

- Capabilities / Temperament
- **Time** / Tempo
- Freedom of Action / latitude
- Scope of problem
- Novelty of Situation
- Role
- Fluidity

- Strategic
- Formal
- Deliberate
- Optimizing
- Support
- Process-Based
- Trained
- Scientific
- Mechanistic
- Left-Brained
- Team DM

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# *Consider*

- Virtual Organizations:
  - pockets or modules linked /networked
  - Tailorable / Modular
- Information Management:
  - Distributed management required
- Shared vision and situational awareness essential.
- Management and decisions “***by exception***”
  - Avoid making decisions at higher levels simply because we can.

# **Recommended areas for further study, analysis and development**

- Is there value in determining *classes* of decisions?
- Develop example scenarios for illustration
- How to train DM skills (experiential-base)?
- How to integrate thinking process at various levels
- Does current school model /personnel management support requirements?
- How do we optimize the value of experience?
- How do we account for individuality in decision making style in our career development model?
- Can we expect all to operate effectively across the continuum?
- Can we improve DM with a new/different model?
- What are the implications of specialization Vs generalization?
- Relationship of DM process to cultural requirements (decision typology)?